

EMPLOYMENT COMMITTEE

TUESDAY 17 NOVEMBER 2020

1.00 PM

VENUE: Peterborough City Council Youtube Page

AGENDA

Page No

1. Apologies for Absence

2. Declarations of Interest

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification " that has been disclosed to the Solicitor to the Council.

3. Exclusion of the Public and Press

To resolve that the press and public be excluded from the meeting on Item 4, Appointment of Director of Resources on the grounds that the items contains exempt information under Paragraph 1, 2 and 4 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed (Information relating to an individual and negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority).

4. Appointment to the Post of Director of Resources and Determination of Salary 3 - 16

Recording of Council Meetings

Any member of the public may film, audio-record, take photographs and use social media to report the proceedings of any meeting that is open to the public. Audio-recordings of meetings may be published on the Council's website. A protocol on this facility is available at:

<http://democracy.peterborough.gov.uk/documents/s21850/Protocol%20on%20the%20use%20of%20Recording.pdf>

Committee Members:

Councillors: J Holdich (Vice Chairman), M Jamil, Hemraj, W Fitzgerald, R Brown (Chairman),
Yurgutene and Wiggin

Substitutes: Councillors: Hogg, Iqbal, Hussain and J Goodwin

Further information about this meeting can be obtained from Dan Kalley on telephone 01733
296334 or by email – daniel.kalley@peterborough.gov.uk

EMPLOYMENT COMMITTEE	AGENDA ITEM No. 4
17 NOVEMBER 2020	PUBLIC REPORT This report contains an exempt Annex, not for publication, by virtue of Paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972.

Cabinet Member responsible:	Councillor David Seaton, Resources and Digital Peterborough	
Contact Officer:	Gillian Beasley, Chief Executive	Tel. 452302

APPOINTMENT TO THE POST OF DIRECTOR OF RESOURCES AND DETERMINATION OF SALARY

1. ORIGIN OF REPORT

- 1.1 This report is submitted to the Committee following the need to recruit on a permanent basis for the post of Director of Resources.

2. PURPOSE AND REASON FOR REPORT

- 2.1 Employment Committee are requested to interview and consider an appointment from an initial recruitment and selection process undertaken by the Chief Executive and Assistant Director of HR & Development.

If Employment Committee determine that a candidate is appropriate for the role, Employment Committee are also requested to consider the appropriate salary determination within the Council's senior manager Hay pay structure.

- 2.2 This report is for the Committee to consider under its Terms of Reference:

- No. 2.3.1.1 'To appoint Directors and Heads of Service and determine terms and conditions of employment'.
- No. 2.3.1.6 'To promote and pursue a policy of equal opportunities in employment'

3. REASONS FOR EXEMPTION

- 3.1 The attached report is NOT FOR PUBLICATION in accordance with paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972 in that it contains information relating to contemplated consultations or negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority. The public interest test has been applied to the information contained within the exempt report and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.

4. ANNEXES

- Annex 1: Recruitment Advert
Annex 2 : Director Resources - Job Description

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Director of Resources

£113,205 - £138,362

Peterborough has high ambitions for the future. This post is critical in assisting the Council achieve sustained financial and commercial growth through financially challenging times. Successful delivery of both our financial strategy and commercial agenda will help ensure a secure and sustainable future for the Council, our city and, most importantly, for the people who live, work and invest in Peterborough.

Peterborough seeks a qualified and experienced Financial Leader who can demonstrate a good grounding in local government finance, have clear commercial acumen and be able to demonstrate technical ability to undertake s151 duties. You must be able to operate effectively within a vibrant political and stakeholder environment and be a strong team player, who is able to deliver results through a range of strategic and commercial partnerships. You will also need to demonstrate the capacity to lead service improvements, secure better outcomes and ensure good value for money.

Reporting to the Chief Executive and operating as statutory S151 Officer, this role contributes to the overall leadership of Peterborough as an active member of a joint Management Team and plays an essential role in supporting Councilors.

Further information on the role, our finances and structure can be found on our website at jobs.peterborough.gov.uk and search the job advert number 103927.

For an informal discussion please contact Gillian Beasley, Chief Executive 01223 699188 and this can be arranged.

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JOB DESCRIPTION FORM

Job Title: Director of Resources (s151 officer)

Job Holder:

**Reports to:
(Name & Title)** Gillian Beasley
CHIEF EXECUTIVE

1. Job Purpose:

- To act as the Council's Chief Finance Officer (s151 officer) and lead the delivery of high quality financial advice and support to the Council's officers and members. In addition to lead the delivery of a wide range of services through strategic partnerships, internal teams and external company appointment.
- To be a fully participating member of the Council's Corporate Management Team (CMT) driving strategy and performance and identifying, and championing the delivery of the council's vision and strategy with lead politicians, partners, community representatives, CMT colleagues, and all employees.
- To act as the Council's Proper Property Officer to be accountable for the delivery of the Council's Property Strategy and the commissioning and delivery of all property, facilities management and asset management Services.
- To ensure that the Risk is managed and mitigated through the Council Internal Audit and Risk Board

2. Dimensions:

Areas of Responsibility

- Chief Finance Officer (s151 officer) with statutory responsibilities to make arrangements for the proper administration of the whole Council's financial affairs,
- Lead internal financial adviser on all council projects, and principal sign off for external financial advice.
- Managing Director of Blue Sky Peterborough Ltd (dormant company).
- Representing the council on outside organisations such as Society of Municipal Treasurers, Unitary treasurers, East of England Finance Directors, localisation of council tax benefit steering group, public health funding group, LGA spending review group etc.
- The Council's Proper officer for property with responsibility to make arrangements for the proper administration of the whole of the Council's Property affairs.
- Joint chair of the Council's Joint Commissioning & Procurement Board.

Responsibility for contract management of the following strategic partnerships/ commercial projects:

- NPS (outsourced property function) + Council's client side corporate property function.
- Peterborough Serco Strategic Partnership contract (with Strategic Operational Direction of Contact Centre contained in the contract delivered through Director of Customer & Digital Services).
- Vivacity (outsourced Leisure services function).
- Blue Sky (dormant company)
- Empower

Additional Internal Income Generating Services:

- Register Office
- Cemeteries and crematorium

Financial Responsibility

The post holder is directly responsible for a revenue and capital budget of approx **£69m** in 2020/2021 for the Resources department.

In addition, the post holder is also responsible for the whole of the Council's budget (revenue budget of **£413m** and additional capital budget of **£95m** in 2020/2021 **£508m** in total), as it is the post holder's responsibility to ensure that expenditure against it follows proper rules of financial accounting, and by advising on appropriate routes of approval for expenditure, procurement options, approval of exemptions from contract standing orders, and so on.

Management of Council's financial arrangement in relation to the COVID-19 emergency and other emergencies with significant financial impact.

Staff

The staffing numbers across the teams fluctuate, and some posts are filled on a temporary basis:

- Strategic Finance: 36
- Internal Audit: 8
- Commercial functions: 7
- Registration Services & Bereavement Services: 40

3. Organisation:

This role is a Tier 1 post reporting directly to the Chief Executive and the post holder is a full member of the Joint PCC and CCC Management Team.

The role has several distinct areas of operation as noted above.

See attached organisation charts of the services which sit within the remit of the Director of Resources.

The role has the following main areas of operation:

Financial Team Leadership Responsibilities:

- Section 151 officer.
- Budgetary control.
- Financial planning.
- Financial accounting.
- Capital Programme Management.
- Treasury Management.
- VAT and Tax accounting.
- Insurance.
- Departmental Heads of Finance.
- Internal Audit and Risk Management
- External Audit.
- Financial Appraisal (projects & savings & reports)

Contractual Leadership Responsibilities:

- SERCO contract: shared transactional services (payments, payroll, benefits, council tax, business rates, sundry debt, car parking income), customer services (call centre and one stop shop through the Director of Customer & Digital), procurement, insurance, telecommunications, business support, finance systems, external funding and business transformation.
- Peterborough Investment Partnership (PIP) - oversight
- NPS (outsourced property function) + Council's client side corporate property function. property management, commercial property portfolio
- Medesham (housing delivery vehicle) - oversight
- Financial Responsibility for long and medium term annual projects

Office Manager

Personal support to Chief Financial Officer & Commercial Director

4. Principal Accountabilities / Responsibilities:

- To fulfil all the statutory duties and responsibilities of the authority's s151 officer.
- To ensure the provision of high quality financial advice to officers and members to enable them to achieve corporate priorities, and in particular support to Cabinet members and CMT colleagues in this context
- To be the Council's lead financial adviser and ensure provision of timely and pragmatic financial advice which is solutions driven, and incorporates a thorough understanding and assessment of risk – particularly on a range of high profile, high risk, "cutting edge" projects
- To personally advise Council and Cabinet meetings and other meetings as required.

- To be the Proper Registrars officer.
- To act as the Council's Proper Property Officer and fulfil these legislative requirements.
- To translate the Council's strategic priorities into appropriate service plans oversee the execution, review and improvement of these plans.
- To ensure health and safety responsibilities are fulfilled.
- To lead on liaison with external auditors.
- To maintain effective liaison with relevant government departments: Ministry of Housing, Communities and Local Government, Department for Business, Energy and Industrial Strategy, Home Office etc
- To ensure an effective response is developed to national policy and legislation

Leadership

- Lead the Departmental Management Team, supporting it to effectively manage the resources of the team (within budget) and ensure delivery of corporate priorities and client requirements.
- Provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.
- Actively encourage innovation and creativity across the services managed, pushing boundaries to improve efficiency, provide value for money and achieve new ways of working.

Performance and Risk Management

- Develop and implement performance and outcome management of the services managed and commissioned to achieve the Council's strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly increasing the Council's visibility as a strong strategic leader and catalyst for investment.
- To ensure that all areas of the service meet the customers' needs and deliver services to the highest standards (where appropriate as assessed by external auditors).
- Evaluate, review and report performance to members, stakeholders and auditors (internal and external).
- To manage risk, ensuring full compliance with the relevant legal, financial and procurement requirements and frameworks across the Council.

Financial Management

- Continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.

5. Job Knowledge, Skills & Experience

Job Knowledge

- Qualified accountant including membership of relevant CCAB bodies (as set out in Local Government Finance Act).
- Relevant professional CPD.
- Relevant leadership/management qualification.
- Thorough knowledge and understanding of local government and of statutory and governance frameworks.
- A good understanding of the contemporary public change agenda.
- Knowledge of implementing performance management systems to meet Council objectives and performance targets, whilst handling a diverse and complex workload.

Experience

- A successful track record and background of consistent achievement as a senior manager of financial and other support services within a large and complex multi-disciplinary organisation.
- Proven track record of leading and making a contribution to strategic decision making, resource allocation and to policy formulation and delivery
- Demonstrable track record of formulating, leading and implementing change and strategies and programmes which cross service or professional boundaries through the delivery of major projects.
- Experience of delivering major complex projects that have a high degree of external facing challenge or resistance, and ensuring delivery on time and within budget and outcomes.
- Experience of successfully working with a wide range of stakeholders.
- Significant experience of transformation and strategic sourcing
- Evidence of successful multi-agency and partnership working.
- Substantial experience of managing change, motivating staff and developing effective teams working towards a positive working culture
- Demonstrable track record of effective decision making, policy formulation and project delivery.
- Evidence of personal commitment to diversity in the workplace or in the shaping of service outcomes.
- Demonstrable track record of performance management and of having established a performance-focused, problem solving culture.
- Experience of working with elected members / working in a political environment
- Experience of working at a national level.

Skills

- Outstanding interpersonal skills with the ability to relate to a wide range of audiences in a manner that inspires respect, trust and confidence.
- An ability to relate to and win the confidence, trust and respect of Members colleagues, partners and the wider community.
- An innovator and motivator, who can provide inspirational leadership, which encourages commitment from others and promotes a positive, motivated organisational culture.
- Highly developed networking, advocacy, oral, written and presentation skills, which are clear, persuasive and influential with others.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.
- Ability to lead and manage high quality, responsive and cost effective services, both directly and through partnerships where appropriate.
- Ability to communicate and secure working relationships and develop those in a way which enables service users to take a greater part in decision-making.
- Ability to work with local partners to develop joint strategies for implementing government requirements and local services.

6 Job Context:

The services for which the post holder is responsible play a central role in the Council – both internally and externally.

Internally:

Finance

Efficient and effective financial management – from annual budget setting, medium term financial planning, budgetary control and annual final accounts. Ensuring financial regulations are complied with, contracting standing orders and an effective internal audit assurance function is maintained.

Property

Efficient and effective management of the Council’s Property portfolio, ensuring all legislative requirements are delivered.

Commercial Agenda

That new sources of funding and incomes are pursued, appropriate charging policies are in place and that new forms of strategic partnerships are pursued.

Externally

The department is responsible for services that are vital to people’s everyday lives and that make Peterborough an attractive place to live and work:

- From cradle to the grave – registrars to bereavement services.
- Poverty – payment of benefits
- Cash collection of taxes and debts
- A vibrant city - Property services and project management.
- Businesses – prompt payment of bills to suppliers and options to become a council contractor

7. Job Challenges:

The post holder leads on a number of high profile projects, working with the internal teams, and external lawyers and technical experts in projects (for example the Peterborough Limited LATCo project).

All of these projects are high risk, both in terms of the political challenges, and the legal risks as they are new and untried areas.

These projects also entail high risk to the post holder personally and professionally because of the high risk of challenge, as well as reputational risk to the Council. All of these projects are under intense scrutiny both from within the Council and externally.

Operating in a political environment with 5 different political groups – this means that the post holder and the services he is responsible for need to be aware of, and take into account political considerations when giving advice, in addition to financial / governance and commercial considerations (yet remaining politically neutral at all times).

Being able to advise the Conservative administration (particularly Cabinet members) on how to achieve their priorities, yet also be able to provide advice to opposition groups as to how to challenge should they wish to do so – which is particularly relevant at budget

setting. This requires careful handling to ensure all groups maintain confidence in my impartiality.

Advising the opposition as per the Council's standing orders on Financial and property matters.

8 Key Relationships:

Manager (Chief Executive)

- 1:1 meeting monthly.
- Joint CMT meeting fortnightly.
- Annual PDR and mid-year review.
- Regular e-mail, telephone and personal contact and ad hoc meetings as required.

Direct reports

- 1:1 meetings monthly.
- Departmental management team meeting fortnightly.
- Regular e-mail, telephone, personal contact and ad hoc meetings as required. Direct access for high profile, high risk operational matters where advice and guidance are needed for service managers and for which the post holder is responsible for informing the Chief Executive.

Other contacts

- Frequent contact from members, including out of normal working hours.
- Frequent requests for advice on a range of issues from officers across the Council (including outside normal working hours where necessary).
- Regular contact with CMT colleagues (at least 2 or 3 times a week) to support their service delivery and strategic issues.
- Regular 'ad hoc' meetings with Leader
- Regular meetings with Cabinet portfolio holders, and Shadow Cabinet portfolio holder.
- Attendance at Cabinet Policy Forums and other meetings requested by Cabinet or Cabinet members.
- Responsible to Stakeholders Committee.
- Lead officer at the Audit Committee (a Statutory Committee)
- Attendance at Scrutiny Committee meetings.
- Contacts with Local Government Association and Government Departments on Financial matters.
- Occasional contact with Peterborough's MPs on issues affecting them or their constituents.
- Representing the authority at external local and national events.

9. Key Relationships Decision Making Authority:

- Extensive and significant decision making authority at an operational, strategic and financial level.
- Wide ranging delegations within the Constitution, and the ability to make decisions within the Chief Executive’s delegations, in her absence. The constitution particularly recognises the post holder’s statutory role and contains sections on:
 - Functions of the Chief Officer and the Chief Finance Officer in particular
 - Duties to provide resources to the monitoring officer and chief finance officer
 - Functions of the Proper Property Officer
- Full ability to make decisions in relation to teams and service areas, without reference to the Chief Executive but consulting with the Chief Executive as required regarding critical and / or politically sensitive matters.
 - The role of the statutory Finance officer can be traced back in case law to 1906 – Attorney General v De Winton. It was established that the Treasurer is not merely a servant of the Council but holds a fiduciary relationship to the local taxpayers.
 - As s151 officer, the post holder is personally responsible and does not report to anyone in this capacity (the role being a statutory role, and one of the three posts every council is legally required to appoint).
 - As s151 officer the post holder has greater powers than any member of CMT (including the Chief Executive) or any member of the Council or Cabinet (including the Leader), in respect of financial matters section (114 of the Local Government Finance Act 1988). The post holder is able to stop the Council taking any action which he considers is likely to incur unlawful expenditure or lead to an unbalanced budget, but in practice this is a last resort. To avoid this draconian measure, the post holder regularly uses a range of skills to find an acceptable solution and encourage an alternative approach to ensure proposed financial actions are both lawful and within budget.
- At budget setting time the Council has to have regard to the post holder’s statutory advice, particularly around the reasonable of estimates and adequacy of reserves and balances 2003 Act) as set out in the Robustness Statement

10. Additional Information:

Political Restriction

- This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

SIGNATURES:

After reviewing the questionnaire sign it to confirm its accuracy

JOB HOLDER: _____ **DATE:** _____

LINE MANAGER: _____ **DATE:** _____